

The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
BACHELOR OF ARTS IN DEVELOPMENT STUDIES/ BACHELOR OF
COMMERCE**

UCU 200: COMMUNICATION SKILLS 11

DATE: 9TH APRIL 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

CASE STUDY: EFFECTIVE COMMUNICATION IN THE 21ST CENTURY WORKPLACE

ZamaraTech Ltd. is a mid-sized technology firm headquartered in Nairobi, Kenya. The company recently launched a new department focused on sustainable digital solutions to align with growing environmental and social demands in the market. With a talented workforce and access to modern technology, expectations for innovation and timely delivery were high. However, the department faced unexpected operational hurdles. These included missed deadlines, duplicated efforts, rising internal tensions, and increased client complaints about inconsistencies in communication.

An internal audit highlighted the core issue: ineffective communication across teams and between departments. Project briefs were often misunderstood, feedback was poorly managed, and digital tools were underutilized or misused. Management recognized that although employees were technically competent, they lacked key communication competencies essential for modern collaborative work environments. You have been hired as a Communications Officer to lead a communication revitalization strategy. Your role is critical in ensuring that the company not only improves how it communicates but also builds a culture that supports effective information exchange across all levels.

Your first task is to diagnose existing communication gaps that negatively affect productivity, collaboration, and employee morale. Based on these findings, you are expected to design and implement a comprehensive training program that educates staff on the five basic principles of effective communication: clarity, conciseness, consistency, feedback, and contextual relevance.

In addition, you are tasked with integrating modern digital communication tools into daily operations. These tools include Skype for real-time conversations, groupware for collaborative projects, blogs for internal knowledge sharing, and email for formal

documentation and follow-ups. Training will also include how and when to use each tool appropriately.

Another core responsibility involves promoting information literacy among employees. This is particularly important in academic and technical writing tasks such as generating reports, preparing client proposals, or documenting project outcomes. Employees must learn how to find, evaluate, and use information ethically and effectively.

Finally, you are expected to address the root causes of poor communication in the organization. These may include unclear messaging, cultural misalignments, or lack of feedback mechanisms. To foster a more supportive work environment, you will implement interpersonal communication strategies, including active listening, conflict resolution, and emotional intelligence development. Through these targeted interventions, ZamaraTech hopes to build a communication-centric culture that drives innovation, boosts employee satisfaction, and enhances client relationships in the 21st-century digital workplace.

Required:

- a) Explain the five basic principles of communication and their application in a 21st-century organizational setup from the case study above **(10 marks)**
- b) Discuss four causes and effects of poor communication of zamara Tech in professional settings. **(8 marks)**
- c) Briefly describe the following digital communication tools and their role in modern workplace as in the case above
 - i. Skype
 - ii. Groupware
 - iii. Blogs
 - iv. Email **(7 marks)**

QUESTION TWO

- a) Explain the importance of plagiarism checks, paraphrasing, and summarizing in academic writing. Provide examples where appropriate. **(9 marks)**

- b) Identify three strategies for overcoming technical communication challenges in organizations. **(6 marks)**

QUESTION THREE

- a) Discuss the impact of communication errors in technical reports and explain how visuals (graphs, tables, and charts) can improve understanding. **(9 marks)**
- b) Differentiate between academic writing and business writing by outlining three key distinctions. **(6 marks)**

QUESTION FOUR

- a) Describe the principles of public speaking and their application in delivering effective academic presentations. **(8 marks)**
- b) Analyze the role of confidence, argumentation, and negotiation in public speaking success. **(7 marks)**

QUESTION FIVE

- a) Evaluate the relationship between leadership and communication. Explain how communication styles influence leadership effectiveness. **(9 marks)**
- b) Describe the Push vs. Pull model of persuasion with suitable examples from organizational contexts. **(6 marks)**

QUESTION SIX

- a) Explain the importance of cross-cultural communication and its role in organizational success. **(8 marks)**
- b) Distinguish between public relations, media relations, and crisis communication, providing examples of when each would be applied. **(7 marks)**